



Manufacturers Alliance
Sharing Education & Resources Peer to Peer

EDUCATIONAL SEMINAR

SUSTAINING YOUR IMPROVEMENT GAINS

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SEMINAR SPEAKER



Jim Nelson

Director of Continuous
Improvement & Quality

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STANDARD IRON & WIRE WORKS, INC.

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Standard Iron's Roots and Today

Standard Iron has been in business since 1930

- Started in an abandoned Saloon in Northeast Minneapolis with 4 original Demeules Brothers
- Originally Architectural Metals

Ownership

- In the Demeules Family for 3 Generations
- 2nd Generation Demeules brothers
- Rich Demeules – current owner



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Who we are

Contract Manufacturer (ISO 9001:2015)
 Corporate Office in Monticello, MN
 5 Manufacturing Facilities (MN, NE, GA & Mexico)
 • 700,000 Sq. Ft. Manufacturing Space

Divisions:

- **Architectural Metals (AM)** Commercial Building Construction
 Market stairs and railings (~10% business)
- **Contract Manufacturing (CM)** Metal Fabrications for Large OEM's (~90% business)

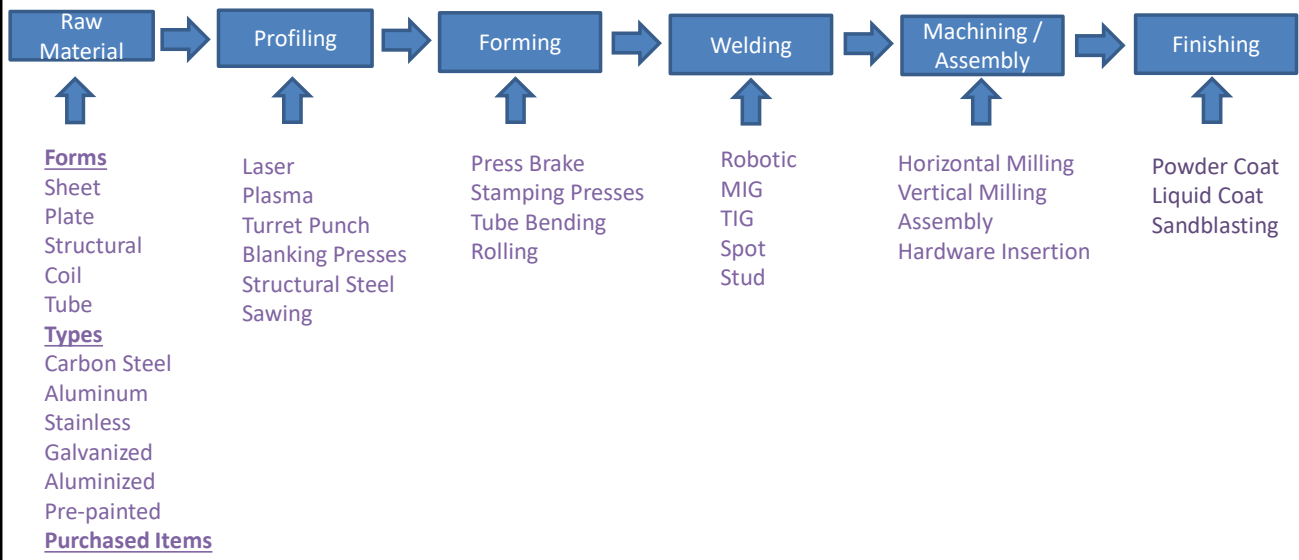
- Alexandria MN** (both AM & CM) Opened 1978
 - 82,000 Sq. Ft. (7,618 Square Meters) of Mfg Space
- Sauk Centre MN** (CM) Opened 1975
 - 147,000 Sq. Ft. (13,656 Square Meters) of Mfg Space
- Grand Island NE** (CM) Opened 2004
 - 160,000 Sq. Ft. (14,864 Square Meters) of Mfg Space
- Thomson GA** (CM, Expanding into AM) Opened 2017
 - 148,000 Sq. Ft. (13,935 Square Meters) of Mfg Space
- Monterrey Mexico** (CM) Opened 2011
 - 60,000 Square Feet (5,574 Square Meters) of Mfg Space



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Core Processes – Start to Finish



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Equipment



Profiling

- Lasers w/Auto Load/Unload
- Plasma
- Structural Steel Processing Cell
- Turret Presses



Stamping

- 15 Production Stamping Presses
- Up to 800 Ton Max. Punching Force
- Many with Servo Coil Feed Capabilities

34 - Press Brakes

- Maximum Tonnage 485 Tons
- Maximum Length 14' (4.2m)
- Robotic Automation
- Automatic Tool Changer



4 CNC Plate Rollers

- Max Thickness 3/8" (9.5mm) & Max Length 6' (1.8m)

CNC Tube Bending Machines

- Capacity to Form up to 4" (97.6mm) O.D. Tubing

Manual Pipe and Tube Benders

- Capacity to Form up to 3" (76.2mm) O.D. Tubing



Welding, Fixtures and Machining

- 155 manual welding cells
- 12 TIG welding cells
- Large manual weld cells w/hoist
- 17 Robotic welding cells
- 11 - Spot Welding Cells
- 5 - Stud Welders

- In-House Weld Fixture design and dev.

- 4- CNC Horizontal Machining Centers
- 4- CNC Vertical Machining Centers

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Finishing

- 2- Conveyerized Powder Coat Paint Systems with automated wash lines
- 2- Batch Powder Coat Paint Systems
- 1 – Conveyerized Wash with Batch Powder
- 2- 14' x 54' (4.26m x 16.46m) Drive-Thru Liquid Paint System
- 2- Sandblast Booths Up to 14' x 30' (4.26m x 9.14m)



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Customers



AM



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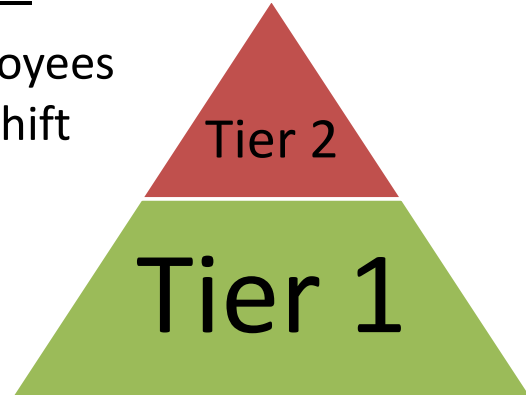


SUSTAINING IMPROVEMENT GAINS

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Daily Visual Management

- **DVM** –Standard Iron’s key CI Journey element
- How employees engage at the shop floor level to provide the necessary **Traction** to move forward.
- **Tier 1** meetings with all employees in WC’s at the start of every shift
- **Tier 2** meetings with Plant Leadership after Tier 1’s



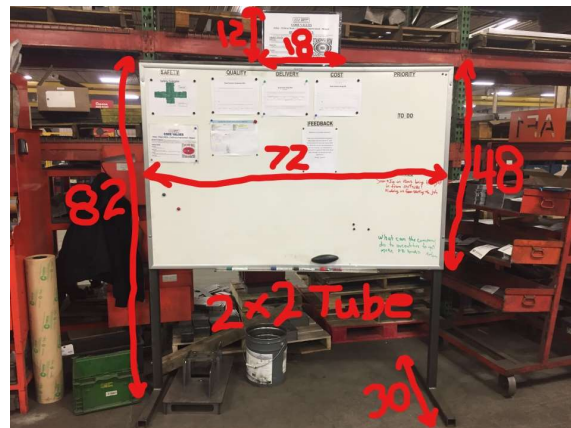
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Daily Visual Management Implementation

Implement 1st Quarter 2019

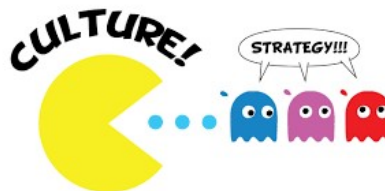
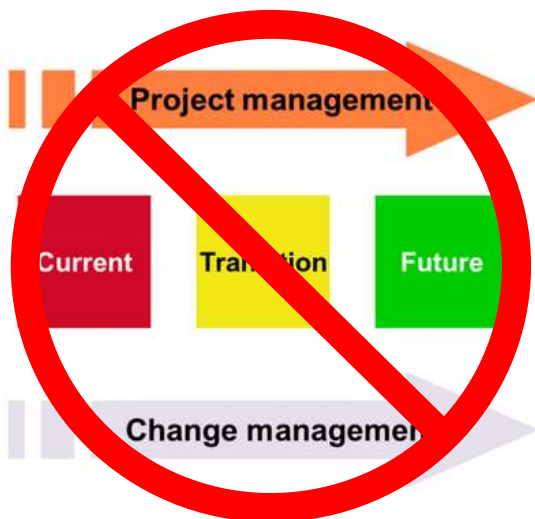
- Pilot in MN Facilities
- Deploy across all facilities
 - Tier 1 (Shop) and 2 (Mgmt)
- Training and materials
- Coaching

DVM Board development



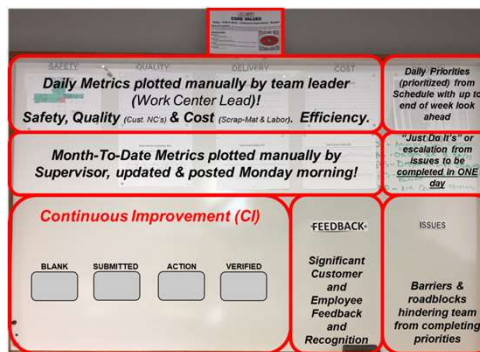
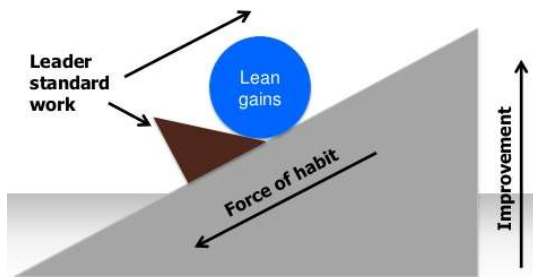
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Initial Lessons Learned



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Initiative Reset



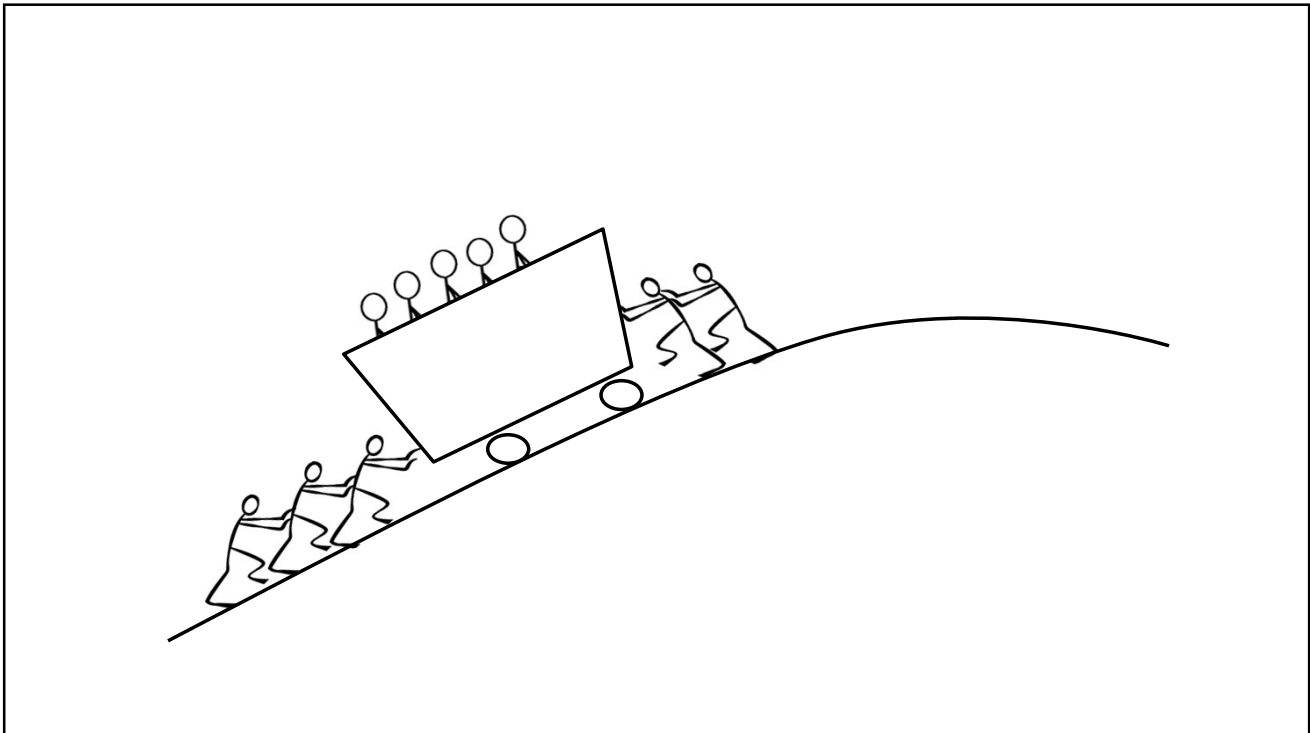
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LMA (A missing element)

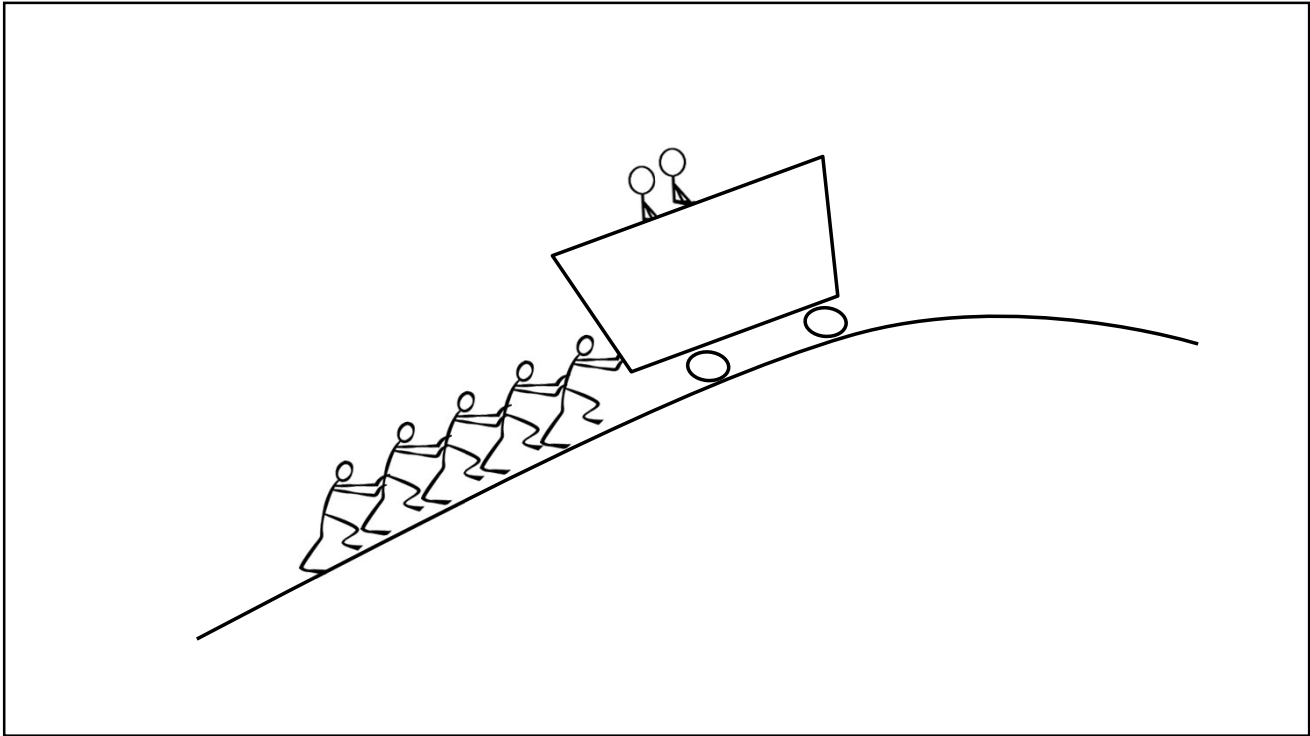
- **LMA is Leadership, Management and Accountability**
- **Leadership + Management = Accountability**
- **20% are actively disengaged!**
- Low productivity due to disengagement cost \$\$\$ annually!
- MOST important factor: **the boss!**
- Developing direct reports is a key leadership and management responsibility for moving an organization forward.



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Standard Iron Culture

RIGHT PERSON

- Demonstrate behaviors that support our [Core Values](#) of **Safety, Pride In Work, Continuous Improvement** and **Respect**.

RIGHT SEAT

- [Get it](#): Understand all the ins and outs of your position and are in tune with how your job affects others.
- [Want It](#): Show passion, energy and enthusiasm for your job.
- [Capacity To Do It](#): Has the ability to do the job and performs at a high level.

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Success is a Journey, not a Destination!

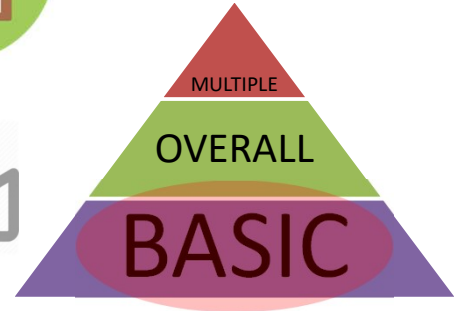
Engage Stakeholders early



Set Expectations (LSW)



Get competent at the Basics



Gemba, Gemba, Gemba...



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**So... plans are great,
execution is key!**

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